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7 November 1973

MEMORANDUM FOR THE DIRECTOR

SUBJECT: Superior Accomplishment Promotions (MCA 70)

1. Ben Evans recently sent me the package containing Mr. Nelson's memorandum recommending adoption of the concept of Superior Accomplishment Promotions, together with Mr. Lansdale's opinion that such a policy would probably be legal. I wanted to forward this note because Mr. Nelson is addressing a problem that has bothered me for years and, further, addressing it in an imaginative way that has much practical merit.

2. In my opinion, one of the main difficulties that has long bedeviled our personnel management within the Agency is the almost iron-bound link between salary and rank, i.e., monetary compensation and position in a hierarchical pecking order. We have never had a device whereby the Agency could materially increase an employee's compensation without simultaneously elevating him or her a notch in the administrative hierarchy. The QSI is, of course, a technique pointing in this direction; but it is far more of a palliative than a potential solution. Though a QSI is a nice psychic pat on the back in tangible dollar terms it seldom amounts to more than \$10 or (at most) \$20 per pay period net.

3. Mr. Nelson's proposal does provide a technique for breaking this inhibiting link since the kind of multiple step increase which he is suggesting would yield financial compensation large enough to be felt in a significant way. Although junior and middle level officers in all large organizations (probably from Babylonian civil service onward) naturally chafe at slow promotions, the adverse morale impact of glacial promotions can be significantly attenuated if there is a system whereby one's paycheck can be augmented in shorter periods of time. Also, there is a strong incentive

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to superior performance when the effort involved can bear what one's wife and family will see as tangible fruits.

4. Mr. Nelson's proposal is a new departure but an imaginative one that I think deserves very serious consideration.



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George A. Carver, Jr.
Deputy for National Intelligence Officers

O/DCI/NIO:GACarver/mee

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